

HRM 3440M: Leadership and Management Skills<sup>1</sup>  
York University Winter 2026

School of Human Resources Management • Faculty of Liberal Arts & Professional Studies

**GENERAL INFORMATION**

|                         |                                                          |
|-------------------------|----------------------------------------------------------|
| Professor:              | Udayna Mohindroo                                         |
| E-mail:                 | <a href="mailto:udayna02@yorku.ca">udayna02@yorku.ca</a> |
| Office Hours:           | Online, By appointment                                   |
| Course Format:          | ONCA                                                     |
| Class Meeting Location: | N/A                                                      |
| Course website:         | <a href="http://eclass.yorku.ca">eclass.yorku.ca</a>     |

**COURSE INFORMATION**

**Course Description**

Leadership not only determines the fate of organizations, but also affects the personal, social, and professional lives of employees. This course provides an overview and discussion of theories of leadership and how they apply to real-life situations. Throughout the course, you will learn about leadership traits and behaviours, how leaders motivate and form relationships with followers, and how leaders inspire followers to pursue higher goals, behave ethically and authentically, and to work effectively in teams.

**Prerequisites**

AP/HRM 2600 3.00 and AP/ADMS 2400 3.00. For BCOM and BDEM students ADMS 2400 only. Students are responsible for ensuring that they have the required prerequisites. Enrollment and all matters pertaining to course registration should be taken directly to the School of HRM via email at [lapsshrm@yorku.ca](mailto:lapsshrm@yorku.ca).

**Course Objectives**

- To inform you about theories and concepts of leadership.
- To develop your ability to apply leadership theories through critical thinking.
- To inspire you to think about and develop leadership in your own professional life.

**Learning Goals**

Upon completion of this course, you should be able to:

1. Describe and explain key concepts, facts, principles, and theories of leadership.
2. Critically and creatively think about challenges leaders often face and identify practical uses of leadership concepts and theories.
3. Recognize your own and others' leadership competencies and apply what you have learned in class to your everyday life.

---

<sup>1</sup> **Note:** Information contained in this course outline, including the course evaluation, is subject to change at any time before or over the course of the semester, and the instructor reserves the right to make such changes. Any such changes will be announced in class. It is the responsibility of each student to ensure that such communication is received and to adhere to these communication.

|                        |
|------------------------|
| <b>COURSE SCHEDULE</b> |
|------------------------|

|            | Date        | Time                      | Activity                                            | Location        |
|------------|-------------|---------------------------|-----------------------------------------------------|-----------------|
| Module 1   | 5 Jan       | 9:00 AM                   | Module 1 opens                                      | “Module 1”      |
|            | 18-Jan      | 11:59 PM                  | Module 1 closes                                     |                 |
| Module 2   | 19-Jan      | 9:00 AM                   | Module 2 and Discussion 2 opens                     | “Module 2”      |
|            | 26-Jan      | Last date to add a course |                                                     |                 |
|            | 01-Feb      | 11:59 PM                  | Discussion 2 closes.                                |                 |
| Module 3   | 02-Feb      | 9:00 AM                   | Module 3 and Discussion 3 opens.                    | “Module 3”      |
|            | Feb 14-20   | Reading week              |                                                     |                 |
|            | 13-Feb      | 11:59 PM                  | Discussion 3 closes.                                |                 |
| Mid-term   | (Feb 21-23) | TBD                       | Mid-term exam – In class                            | TBD             |
| Module 4   | 23-Feb      | 9:00 AM                   | Module 4 and Discussion 4 opens                     | “Module 4”      |
|            | 08-Mar      | 11:59 PM                  | Discussion 4 closes.                                |                 |
|            |             | 09-Mar                    | Last date to drop course without receiving a grade  |                 |
| Module 5   | 09-Mar      | 9:00 AM                   | Module 5 and Discussion 5 opens.                    |                 |
|            | 11-Mar      | 11:59 PM                  | Group assignments are due.                          |                 |
|            | 22-Mar      | 11:59 PM                  | Discussion 5 closes.                                |                 |
| Module 6   | 23-Mar      | 9:00 AM                   | Module 6 and discussion 6 opens.                    | “Module 6”      |
|            | 05-Apr      | 11:59 PM                  | Discussion 6 closes.                                |                 |
| Questions  |             | By appointment            | Course and exam-related questions will be answered. | Microsoft Teams |
| Final exam | Apr 8-24    | TBD                       | Final exam (Modules 1-6)                            | TBD             |

**Please note there is no discussion activity for Module 1.**

|                         |
|-------------------------|
| <b>COURSE MATERIALS</b> |
|-------------------------|

**Textbook:** Northouse, Peter G. 2021. *Leadership: Theory and Practice*, Tenth Edition. Thousand Oaks, CA: SAGE Publications.

**Module 1: Introduction and Overview**

- Introduction to the course
- Trait approach
- Skills Approach

**Content:** 1, 2, & 3 from the textbook, slides, and the lecture video

**Module 2: Approaches**

- Behavioral Approach
- Situational approach
- **Content:** 4 & 5 from the textbook, slides, and the lecture video

**Module 3: Theories**

- Path Goal theory
- Leader- Member exchange theory
- **Content:** 6 & 7 from the textbook, slides, and the lecture video

**Module 4: Leadership and its types**

- Transformational Leadership
- Authentic Leadership
- Servant Leadership
- **Content:** 8, 9, & 10 from the textbook, slides, and the lecture video

**Module 5: Leadership and its types**

- Adaptive Leadership
- Team Leadership
- Followership
- **Content:** 11, 12, & 13 from the textbook, slides, and the lecture video

**Module 6: Ethics**

- Social Identity Leadership
- Inclusive Leadership
- Leadership Ethics
- **Content:** 14, 15, & 16 from the textbook, slides, and the lecture video.

**COURSE EVALUATION**

| <i>Assessment Methods</i> | <i>Marks</i> |
|---------------------------|--------------|
| 1. Discussion Exercises   | 35 marks     |
| 2. Midterm Exam           | 30 marks     |
| 3. Final Exam             | 40 marks     |
| <b>Total</b>              | 100marks     |

### 1. Discussion Exercises (30 marks)

There will be **five** discussion exercises, which will help you to become more aware of your strengths and weaknesses in leadership and help you develop into a better leader. The goal is for you to know yourself better; therefore, you should provide honest responses rather than present yourself in a socially desirable manner. There are no right or wrong answers in these exercises. They will be marked for completion (i.e., you must complete all components of the posted exercise). You will submit your discussion exercises electronically (latest by 11:59 pm on the due date) on eClass. Late submission will not be accepted. More details will be provided on the eClass course website. Please note that it is your responsibility to keep track of all deadlines

### 2. Midterm (30 marks)- In person exam (Location and Time – TBA)

### 3. Final Exam (40 marks)- In person exam (Location and Time – TBA)

The exams will test your understanding of the key concepts and theories of leadership and your ability to apply them in the workplace. Each exam will consist of a combination of multiple-choice and short answer questions. Course materials covered in the lecture slides, lecture videos, cases, videos, and exercises are subject to examination. The final exam is non-cumulative; it will only cover material from after the midterm.

The final exam will take place during the final exam period. Please ensure that it does not conflict with the exams of other courses you are taking this semester. Please note that the midterm exam **cannot be deferred**. If, for any reason, you missed the midterm exam, the value will be applied to the final exam (i.e., a missed midterm exam will result in the final exam being valued at 70% of the final grade). If you miss the midterm due to uncontrollable circumstances, such as medical emergencies (with valid documents), your final exam grade will be re-weighted.

### Academic Honesty and Integrity

The core principles of academic integrity – honesty, trust, fairness, respect and responsibility – should be in the forefront of all you do as a student, employee, and manager.

Please be reminded of York University's policies with respect to academic integrity.

Violations of academic integrity are considered to be very serious and will be investigated in accordance with policy. The policy can be found at: <http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

It is important that your activities and assignments are handed in on time. Self-assessment activities will not be accepted after the due date. Failure to submit the group project on time will result in a deduction of one full letter grade per day (i.e., an "A" assignment will become a "B" assignment). However, if there are extenuating circumstances that prevent you from getting your work done on schedule, you must notify me as soon as possible to make other arrangements. In these situations, I may require supporting documentation.

### Course Communications and Email Policy

Please note that I often communicate with the entire class using the Course Announcements forum on the course website. It is your responsibility to ensure that you receive course announcements via email and that you regularly check the Course Announcements forum for any updates. I will reply to e-mail inquiries from students usually **within 24 - 48 hours of** their receipt (except for weekends and holidays).

If you do not receive a reply within this period, please resubmit your question(s) or send a follow-up email. Each e-mail must include in the subject line the course identifier, student name, student number and a concise and clear statement of purpose [e.g., HRM3440M: question about the group project]. **Please make sure you consult the course outline BEFORE submitting inquiries by e-mail.** Keep in mind that last minute e-mails before a test or assignment may not receive a reply before the test or before the assignment is due, so please try to avoid these.

### **Academic Honesty:**

Academic Integrity refers to a set of conventions that scholars follow in their work, and which generate credibility, trust, and respect within the academic community. As a student, earning a university degree in a fair and ethical way also involves following these conventions.

Violations of academic integrity can lead to disciplinary actions under [York University's Senate Policy on Academic Honesty](#). Effective time management and study skills can help students avoid feeling desperate and engaging in actions that violate academic integrity. See the [Time Management](#) module.

Students may also wish to review the interactive Academic Honesty module, which can be accessed here: [SPARK course in Moodle](#).

### **Religious Observance Accommodation:**

York University is committed to respecting the religious beliefs and practices of all members of the community and making accommodations for observances of special significance. For further information on accommodation procedures required due to religious commitment, and the schedule of dates visit:

<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/2/wo/34rctokbwIWrpJQ2xPLSn0/0.3.4.62.0>.

### **Alternate Exam/Testing Scheduling Centre:**

York's Student Accessibility Services and the Registrar's Office work in partnership to support alternate exam and test accommodation services for students with disabilities at the Keele campus. Please alert the Course Director as soon as possible should you require special accommodations. You can review the alternate exam and test policies and procedures here: <http://altexams.students.yorku.ca/>.

### **York Senate Policy on Academic Accommodation for Students with Disabilities:**

<http://secretariat-policies.info.yorku.ca/policies/academic-accommodation-for-students-with-disabilities-policy/>

### **Student Accessibility Services:**

<https://accessibility.students.yorku.ca/> **Student Rights and**

**Responsibilities:** <http://oscr.students.uit.yorku.ca/student-conduct>

**Counselling and Disability Services:** <http://cds.info.yorku.ca/>

